

## Security Strengthening Project (MNS:SSP)

IDB - JA-L1074 (LC # 4400/OC-JA)  
Shops 31&32 Kingston Mall  
Kingston, Jamaica



Ministry of National  
Security

### TOR for Technology Competence Assessment Specialist Consultant

Date

June 10, 2019

Services Performed For:

Security Strengthening Project (MNS:SSP)

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Shops 31&32 Kingston Mall  
Kingston, Jamaica

### Background

The Government of Jamaica has established a Security Strengthening Project (SSP), funded by a Loan from the Inter American Bank (IADB), the main objective of which is to contribute to an increase in the conviction rate for murders in Jamaica. The strategy to achieve the main objective will be the “specific objectives”:

- (i) To assist in the reduction of the rate of murders in the country;
- (ii) To increase the proportion of police investigations of murders that result in prosecution;

And

- (iii) The training of police officers in the use of technology in crime fighting.

The Ministry of National Security (MNS) is charged as the Executing Agency and is currently engaging the services of a Consultant.

The Security Strengthening Project has three (3) components: (i) **Component 1**. Violent crime prevention and management; (ii) **Component 2** - Improving investigative capabilities for homicides; (iii) **Component 3** - Change Management & Communications.

The Project components comprise activities to benefit and involve the participation of the Ministry of National Security and the following entities within its portfolio:

- The Jamaica Constabulary Force (JCF)
- The Department of Correctional Services (DCS)
- The Firearm Licensing Authority (FLA)
- Passport, Immigration, Citizenship Agency (PICA)
- The Institute of Forensic Science and Legal Medicine (IFSLM)
- The Private Security Regulatory Authority (PSRA)

Additional entities outside the portfolio of the Ministry of National Security includes;

- The National Works Agency (NWA)
- eGov Jamaica Limited (eGov)

## Consultancy Objective

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Within the context of the current push for the application of technology and data driven strategies, the **Objectives of the consultancy** is to:

- identify an appropriate competency model/framework for Information Technology and Data Analysis to meet JCF needs
- Determine the learning programme and structure required to satisfy the learning requirements for competencies at all desired levels

Identify the learning assessment tools required to determine competency and knowledge levels and set the learning path for filling the gaps or achieving the learning targets.

## Scope of Work

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The Scope of work for this consultancy includes the following.

- 1) Review the current technology competence level
- 2) Identify the information technology and data analysis competencies that would be needed in the JCF to (a) move the JCF team capabilities to the level required to maximise the use of the technologies being introduced by the project; (b) meet current demand as expressed in requests for training and (c) establish a basis for continuous learning in this domain
- 3) Identify appropriate competency model/frameworks for this domain and recommend the best fit for JCF
- 4) Determine the learning programme structure and evaluation process and tools required to support the implementation of the competency model selected
- 5) Provide a detailed strategy and work plan for implementing the recommended competency model
- 6) Identify the learning programmes and competence evaluations that are to be carried out as part of the project. Prioritise the learning programmes and provide a strategy for the development or acquisition of the programme.
  - a. Provide the procurement or design documents needed
- 7) Identify a pilot evaluation and assessment and develop a detailed plan for the pilot [Pilot to include a batch of new recruits and a batch of existing policemen]

- 8) Using the results of the pilot, update the detailed work plan for rolling out the IT competence development programme.

## Methodology and Standards

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The consultant is expected to use accepted and proven methodologies for carrying out the assignment. The consultant must identify the relevant local and international standards for learning technologies, and demonstrate how these are applied to the assignment.

### ***Generally accepted international IT competency models***

The consultant should prepare a detailed methodology (approach) and work plan indicating how the objectives of the assignment shall be achieved.

The project schedule portion of the work plan must be developed using MS projects or Excel and must be loaded into the Online Project management portal.

The work plan submitted should show the allocation of time to each of the key components of the project and detailed scheduling should be provided to support the methodology outlined.

All documentation produced must meet the documentation standards for the project and must be reviewed and approved by the relevant TWG stakeholders as per the project operating manual or agreed quality procedures.

Utilize current and effective tools for constant communications, including but not limited to WhatsApp, Telephones, Email and any others.

## Deliverable and Milestones

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Objective	Deliverables	Milestone
On Boarding and Documentation review	Meetings with training team to discuss the scope of the training and status of activities	Consultant on boarded
Compile work plan and update as the project plan requires	Consultant work plan	Completion of consultant work plan
Identify appropriate competency model/frameworks for this domain and recommend the best fit for JCF	Competency model	Competency model completed
Provide a detailed strategy and work plan	Competency model strategy and work plan	Competency model strategy and work plan completed

Objective	Deliverables	Milestone
for implementing the recommended competency model		
Identify and customise a learning programme design to address the various competency levels	Competence development learning programme	Learning programme identified and customised
Identify a pilot evaluation and assessment and develop a detailed plan for the pilot	Pilot evaluation and assessment plan	Pilot evaluation and assessment plan completed
Compile status and progress reports against workplan.	Weekly, monthly and quarterly status reports as per the project operating manual and the stakeholder requests.	Periodic reports delivered

## Duration

Twelve (12) months, renewable for further periods up to twenty-four (24) months by mutual agreement.

## Qualifications

The proposed team must include persons with the qualifications, skills and experience below. The proposal must also include the team member who will be coordinating the effort of the proposed team and who will function as the single point of contact for SSP.

- **Academic Degree / Level & Years of Professional Work Experience:**
  - Master's degree in Education or Human Resource Management with specific focus on development of Technical Competency Standards (Team Leader);
  - At least ten (10) years of experience in curriculum and Technical Competency standard development;
  - At least five (5) years' experience managing medium to large-scale learning assessment projects from conception through completion;
- **Languages:**
  - Excellent writing skills and command of the English Language (oral and written).

- **Areas of Expertise:**
  - Demonstrated ability to develop and customized a competency framework and the associated tools, templates and learning programmes
- **Skills:**
  - Competency modelling/profiling and competency assessment
  - Excellent project planning and coordination skills
  - Working computer proficiency, including the ability to utilize MS Office Suite.
  - Excellent problem-solving skills.
  - Excellent communication (both written and verbal) skills and relationship management.
  - Proven track record of working effectively within multi-disciplinary teams.
  - Experience undertaking multilateral funded projects would be a distinct advantage.

## Reporting

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The Consultant will report directly to the Project Director, Project Executing Unit and work directly with the Training Technical Working Group (TWG) team lead.

He/she will liaise and consult with the Ministry of National Security and the Agencies involved in SSP on matters relating to the Project, as necessary.

## Location

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Offices of the National Police College of Jamaica primarily and the offices of PEU, with mobility as needed taking into account the locations of the various stakeholders and other scenes of action, and demands of the assignment, day to day. Consultant's premises as necessary.

## Type of Consultancy

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Company

## Payment Schedule

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The payment schedule will be based on completion of the major phases as evidenced in the completion of the deliverables as noted below.

- 15% on completion of the onboarding, the documentation review and the consultant game plan
- 15% on completion competence development framework

- 15% on completion of the competency model and the game plan for roll out
- 30% on completion of the Learning programmes and competence evaluation templates
- 25% on completion of the contract and submission of all deliverables

## Document Control

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### Distribution

For use by the SSP PEU, the relevant TWG and the consultant involved in the scope of work.

### Version Control

Version #	Updated By	Revision Date	Approved By	Approval Date	Reason
1.0	Latoya		N/A	N/A	Initial draft for review
2.0	Jermaine Brown	30 January 2019	N/A	N/A	Update into SSP template
3.0	Gillian Mitchell	7 <sup>th</sup> March 2019	N/A	N/A	Reviewed and updated Qualifications
4.0	Karen Smythe-Witter	14 <sup>th</sup> May 2019	N/A	N/A	Updated objectives/deliverable/milestones. Prepared consolidated NPCJ TOR document with all TORs
5.0	Jermaine Brown	10Jun2019			Created separate documents for each TOR based on the agreed details in the consolidated NPCJ TOR document. Add qualification and payment schedule.
6.0	KSW	24Jun			Final review and update Circulated for approval
7F			TWG Team Lead		Approved final